



J. TYLER McCAULEY  
AUDITOR-CONTROLLER

**COUNTY OF LOS ANGELES  
DEPARTMENT OF AUDITOR-CONTROLLER**

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May 24, 2005

TO: Supervisor Gloria Molina, Chair  
Supervisor Yvonne B. Burke  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

FROM: J. Tyler McCauley   
Auditor-Controller

SUBJECT: **DOOR OF HOPE CONTRACT REVIEW**

We have completed a contract compliance review of the Door of Hope (DOH), a Workforce Investment Act (WIA) Youth Program service provider. The review was conducted by the Auditor-Controller's Countywide Contract Monitoring Division.

**Background**

The Department of Community and Senior Services (DCSS) contracts with DOH, a private, non-profit, community-based organization, to assist disadvantaged or at-risk youth complete additional education and training, obtain employment and successfully transition into adulthood. The types of services provided by DOH include tutoring, occupational skills training and adult mentoring. DOH's office is located in the First District. DOH is compensated on a cost reimbursement basis. For Fiscal Year 2003-2004, DCSS paid DOH approximately \$255,000.

**Purpose/Methodology**

The purpose of the review was to determine whether DOH is providing the services outlined in their County contract to eligible individuals, and if DOH is complying with WIA guidelines and regulations. Our monitoring visit included a review of DOH's participant case files and interviews with program participants and DOH staff.

*"To Enrich Lives Through Effective and Caring Service"*

**Results of Review**

Overall, DOH provided valuable tutoring, job placement and adult mentoring services to a high-risk youth population in accordance with the County contract. In addition, the individuals that we interviewed acknowledged that the billed services were received.

DOH did not sufficiently complete the Individual Service Strategy (ISS) plans for the 13 program participants sampled in accordance with WIA guidelines. The ISS is used to track the needs and services of the program participants and their progress towards achieving established goals. Each of the 13 ISS plans listed specific activities tailored to each participant. However, each ISS plan did not incorporate the participant's long-term goals or list the achievement objectives required to obtain their long-term goals. In addition, the 13 ISS plans did not identify tangible benchmarks to help the participants achieve their long-term goals or the participant's progress toward the goals as required by the County contract.

Details of our review, along with recommendations for corrective action, are attached.

**Review of Report**

On April 26, 2005, we discussed our report with DOH. In their attached response, DOH identifies the procedures they will implement to address our recommendations. We also notified DCSS of the results of our review.

We thank DOH for their cooperation and assistance during this review. Please call me if you have any questions, or your staff may contact Don Chadwick at (626) 293-1102.

JTM:MMO:DC

Attachment

c: David E. Janssen, Chief Administrative Officer  
Cynthia Banks, Chief Deputy Director, Department of Community and Senior Services  
Shirley Melendez, Executive Director, Door of Hope  
Public Information Office  
Audit Committee

**WORKFORCE INVESTMENT ACT YOUTH PROGRAM  
FISCAL YEAR 2004-2005  
DOOR OF HOPE**

**ELIGIBILITY**

**Objective**

Determine whether Door of Hope (DOH) provided services to individuals that meet the eligibility requirements of the Workforce Investment Act (WIA) Youth Program.

**Verification**

We selected a sample of 13 program participants from a total of 25 participants that received services between July 2004 and November 2004 and reviewed their case files for documentation to confirm their eligibility for WIA Youth Program services.

**Results**

For one (8%) of the 13 program participants, the individual's family income exceeded the amount allowed by the program guidelines. According to WIA guidelines, the Department of Community and Senior Services (DCSS) can provide waivers so that in some instances, individuals who exceed the maximum income criteria may still receive program services. However, DOH did not obtain the required waiver from DCSS approving the individual for program services.

**Recommendation**

1. **DOH management ensure that they do not provide services to individuals whose family income exceeds the amount allowed unless a waiver is obtained from DCSS.**

**BILLED SERVICES**

**Objective**

Determine whether DOH provided the services in accordance with the County contract and WIA guidelines.

**Verification**

We selected a sample of 13 program participants and reviewed their case files for documentation of the types of services the participants received and whether the services were provided in accordance with WIA guidelines.

**Results**

Overall, DOH provided valuable tutoring, job placement and adult mentoring services to a high-risk youth population in accordance with the County contract. In addition, the individuals that we interviewed acknowledged that the billed services were received.

DOH did not adequately complete the Individual Service Strategy (ISS) plans for the 13 program participants sampled in accordance with WIA guidelines. The ISS is used to track the needs and services of the program participants and their progress towards achieving established goals. Each of the 13 ISS plans identified specific activities tailored to each participant's needs. However, each ISS plan did not incorporate the participant's long-term goals or list the achievement objectives required to obtain their long-term goals. In addition, the 13 ISS plans did not identify tangible benchmarks to help the participants achieve their long-term goals or the participant's progress toward the goals as required.

WIA guidelines also require DOH to review the ISS plans during their monthly meetings with the program participants. DOH management stated that they meet regularly with the program participants to discuss their current activities, but do not always review the participants' entire ISS plans. The 13 ISS plans sampled noted that DOH's Case Managers interacted with the participants on a regular basis, but did not indicate that DOH discussed the ISS plans with the participants. According to DOH management, they have implemented new procedures to ensure that ISS plans incorporate the participants' long-term goals and are discussed with the participants monthly.

**Recommendations**

**DOH management:**

- 2. Ensure that the ISS plans are completed in accordance with the County contract and WIA Guidelines.**
- 3. Ensure that Case Managers conduct monthly ISS reviews with each program participant as required by the County contract.**

**CLIENT VERIFICATION****Objective**

Determine whether the program participants actually received the services that DOH claimed to have provided.

**Verification**

We sampled 10 program participants/guardians to interview and confirm the services DOH billed to DCSS.

**Results**

We interviewed one program participant and nine participants' parents/guardians. The one program participant interviewed confirmed that she received the services DOH billed DCSS. Each of the nine parents/guardians interviewed confirmed that their child received services from DOH, but were not aware of the types of services received.

**Recommendation**

There are no recommendations in this section.

**PROGRAM OUTCOME PERFORMANCE****Objective**

Determine whether DOH attained their targeted performance levels and achieved at least six of the seven targeted performance measures mandated by the United States Department of Labor (DOL).

**Verification**

We reviewed statistical data for Fiscal Year (FY) 2003-2004 and mid-year for FY 2004-2005.

**Results**

For FY 2004-2005, DOH exceeded their targeted performance levels for the number of youths enrolled in the program and the number of goals that program participants have attained. For FY 2003-2004, DOH met or exceeded their targeted performance levels for the number of youths enrolled in the program and six of the seven DOL mandated performance measures. By meeting six of the seven DOL performance measures, DOH achieved DCSS' standard for contractor performance.

**Recommendation**

There are no recommendations in this section.

**Door of Hope Community Center**

**"Where Hopes Become Reality"**

1414 S. Atlantic Blvd.

Los Angeles, CA 90022

(323) 262-2777 Fax (323) 262-3610

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May 11, 2005

**County of Los Angeles**

**Department of Auditor-Controller**

Attn: J. Tyler McCaully, Auditor-Controller

500 West Temple Street, Room 525

Los Angeles, California 90012

Dear Mr. McCaully,

The letter is in response to your monitoring that was conducted on April 28, 2005 of our Workforce Investment Act (WIA) youth Program. The Auditor Controller's Monitoring Division observed the following that required our corrective action:

**ELIGIBILITY**

**Objective**

Determine whether Door of Hope (DOH) provided services to individuals that meet the eligibility requirements of the Workforce Investment Act (WIA) Youth Program.

**Verification**

We selected a sample of 13 program participants from the total of 25 participants that received services between July 2004 and November 2004 and reviewed their case files for documentation to confirm their eligibility for WIA Youth Program services.

**Results**

For one (8%) of the 13 program participants, the individual's family income exceeded the amount allowed by WIA. According to WIA guidelines, the Department of Community and Senior Services (DCSS) can provide waivers to that in some instances, individuals who exceed the maximum income criteria may still receive program services. However, DOH did not obtain the required waiver from DCSS approving the individual for program services.

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### **Recommendation**

1. DOH management ensure that they obtain a waiver from DCSS if an individual's family income exceeds the amount allowed by WIA prior to providing them program services.

### **Corrective Action Plan**

**Door of Hope, has adopted and implemented a new procedure for determining eligibility for our clients:**

- ▶ **The initial intake staff person will calculate the client's income**
- ▶ **Then a second staff person will then recalculate & verify the client's income**
- ▶ **A new income calculation form will be used and signed by staff (Attachment "A")**

**This process will establish a system for determining family income and to determine if there would be a need to request a waiver from DCSS prior to enrollment.**

### **BILLED SERVICES**

#### **Objective**

Determine whether DOH provided the services in accordance with the County contract and WIA guidelines.

#### **Verification**

We selected a sample 13 program participants and reviewed their case files for documentation of the types of services the participants received and whether the services were provided in accordance with WIA guidelines.

DOH did not adequately complete the Individual Service Strategy (ISS) plans for the 13 program participants sampled in accordance with WIA guidelines. The ISS is used to track the needs and services of the participants and their progress towards achieving established goals. The 13 ISS plans identified activities tailored to each individual participant, but did not incorporate the participants' long-term goals or list the achievement objectives required to obtain their goals. In addition, the ISS plans did not identify tangible benchmarks to help the participant achieve their long-term goals or the participant's progress toward the goals as required.

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WIA guidelines also require DOH to review the ISS plans during their monthly meetings with the program participant. DOH management stated that they meet regularly with the program participants to discuss their current activities, but do not always review the participants' entire ISS plan. The 13 ISS plans sampled noted the DOH's Case Managers interacted with participants on a regular basis, but did not contain documentation indicating that DOH discussed the participant's ISS plans. According to DOH management, they have implemented new procedures to ensure that ISS plans incorporate the participants' long-term goals and are discussed with the participants monthly.

**Recommendation**

1. DOH management ensure that the ISS plans are completed in accordance with the County contract and WIA Guidelines.
2. Ensure that Case Managers conduct monthly ISS reviews with each program participant as required by the County contract.

**Corrective Action Plan**

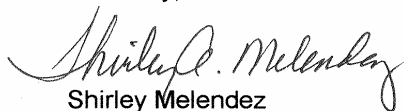
**Door of Hope has implemented a Long-Term Career goals note sheet to document the following for each participant:**

- ▶ **age-appropriate career goals**
- ▶ **appropriate achievement objectives to reach the career goal**
- ▶ **establish tangible benchmarks**
- ▶ **evaluate progress on a regular basis.**

**(See Attachment "B")**

We have implemented the abovementioned processes to better service our clients and to comply with all WIA & County guidelines. We will ensure that all staff is trained on these new procedures. If you have any questions, please feel free to contact me at (323) 262-2777.

Sincerely,



Shirley Melendez  
Executive Director

Attachments



**DOOR OF HOPE**  
**FAMILY MEMBER INCOME CALCULATION SHEET**

MEMBER NAME: \_\_\_\_\_

INCOME DETERMINATION PERIOD:

FROM: \_\_\_\_\_  
 TO: \_\_\_\_\_

SOURCE(S) OF INCOME:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

INCOME CALCULATION FROM ABOVE SOURCE(S):

									Counted	
									YES	NO
6 Months	15 Jan	Feb	March	April	May	June	15 July			
Source #1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	<input type="checkbox"/>	<input type="checkbox"/>
Source #2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	<input type="checkbox"/>	<input type="checkbox"/>
Source #3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	<input type="checkbox"/>	<input type="checkbox"/>
Source #4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	<input type="checkbox"/>	<input type="checkbox"/>
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		

Total income allowed for a family of: 3

Standard: \$ 9,340

1 \$ 4,655  
 2 \$ 6,800  
 3 \$ 9,340  
 4 \$ 11,525  
 5 \$ 13,600  
 6 \$ 15,905  
 Add'l add \$ 2,305

Signature of 1st Reviewer \_\_\_\_\_ Date \_\_\_\_\_

Signature of 2nd Reviewer \_\_\_\_\_ Date \_\_\_\_\_

**DOOR OF HOPE**  
FAMILY MEMBER INCOME CALCULATION SHEET

MEMBER NAME: \_\_\_\_\_

INCOME DETERMINATION PERIOD:

FROM: \_\_\_\_\_  
TO: \_\_\_\_\_

SOURCE(S) OF INCOME:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

INCOME CALCULATION FROM ABOVE SOURCE(S):

6 Months	15 Dec	Jan	Feb	March	April	May	15 June		Counted	
									YES	NO
Source #1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	<input type="checkbox"/>	<input type="checkbox"/>
Source #2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	<input type="checkbox"/>	<input type="checkbox"/>
Source #3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	<input type="checkbox"/>	<input type="checkbox"/>
Source #4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	<input type="checkbox"/>	<input type="checkbox"/>
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		

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6 \$ 15,905  
Add'l add \$ 2,305

Signature of 1st Reviewer \_\_\_\_\_

Date \_\_\_\_\_

Signature of 2nd Reviewer \_\_\_\_\_

Date \_\_\_\_\_

**Attachment "B"**

# SAMPLE

**PY :** 2004-05

Age: 16 ▼

	Short Term	Long Term
Go to college after high school to become a Accountant	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Get at part-time job to pay for college	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Get my own apartment	<input type="checkbox"/>	<input checked="" type="checkbox"/>

1) <u>See a college counselor - enrollment requirements</u>	2 Weeks	▼
2) <u>Work with Case manager to find a job- Account clerk</u>	1 Month	▼
3) _____	1 Year	▼
4) _____	1 Year	▼

1)	Yes	▼	Date:	<u>April 16, 2005</u>
2)	Yes	▼	Date:	<u>                                    </u>
3)	Yes	▼	Date:	<u>                                    </u>
4)	Yes	▼	Date:	<u>                                    </u>

[illegible]